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DDCI TALK

~~TO~~ CENTRAL INTELLIGENCE AGENCY AND THE
NATIONAL INTELLIGENCE PROGRAM

(ARMED FORCES STAFF COLLEGE, 3 JANUARY 1969)

A FEW MONTHS AGO THE CIA QUIETLY CELEBRATED ITS TWENTY-FIRST BIRTHDAY. AS YOU ALL KNOW, THAT'S A PRETTY IMPORTANT BIRTHDAY IN A MAN'S LIFE. IT MEANS THAT HE HAS ATTAINED MATURITY--AND THE RIGHT TO PURCHASE ALCOHOLIC BEVERAGES. NO ONE DOUBTS CIA'S CAPACITY FOR DRINK, BUT SOME STILL QUESTION OUR MATURITY.

WHEN CIA WAS ABORNING TWENTY-ONE YEARS AGO, SOME HOPED IT WOULD BE A STILLBIRTH. OTHERS THOUGHT THE OPPOSITE, AND MANY A MIDNIGHT SEMINAR EXPLORED THIS EVENT WITH GREAT VEHEMENCE, IF NOT OBJECTIVITY. TODAY, IT IS MY PLEASURE AND PRIVILEGE TO DESCRIBE TO YOU WHAT THAT BABY LOOKS LIKE AT FULL MANHOOD.

THE FACT THAT YOU ARE ATTENDING THIS COLLEGE IDENTIFIED YOU AS A SELECT GROUP OF MEN. I DON'T HAVE TO TELL YOU THAT THE PRESENT ORGANIZATION OF OUR MILITARY COMMAND STRUCTURE AND THE NEEDS OF OUR GOVERNMENT PLACE INCREASING IMPORTANCE ON INTERAGENCY WORK, PARTICULARLY IN THE SPHERE OF INTERNATIONAL RELATIONS. IN YOUR FUTURE ASSIGNMENTS, YOU MAY BE WORKING WITH OR EVEN FOR CIA, OTHER PARTS OF THE

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INTELLIGENCE COMMUNITY, OR WITH U.S. INTELLIGENCE ACTIVITIES OVERSEAS,

THE PLACE CIA OCCUPIES IN OUR NATIONAL SECURITY STRUCTURE AND THE ACTIVITIES IT UNDERTAKES ARE WELL DEFINED. THE NATIONAL SECURITY ACT OF 1947, SETS OUT THE STATUTORY AUTHORIZATION FOR THE FUNCTIONS CIA PERFORMS.

ALTHOUGH THIS AUTHORIZATION IS STATED IN BROAD TERMS, THE CONGRESS PROVIDED FOR FURTHER DEFINITION AND REFINEMENT OF CIA'S FUNCTIONS. SPECIFICALLY, IT DIRECTED CIA "TO MAKE RECOMMENDATIONS TO THE NATIONAL SECURITY COUNCIL FOR THE COORDINATION OF SUCH INTELLIGENCE ACTIVITIES OF THE DEPARTMENTS AND AGENCIES OF THE GOVERNMENT AS RELATED TO NATIONAL SECURITY." THESE RECOMMENDATIONS, UPON RECEIVING PRESIDENTIAL APPROVAL, ARE ISSUED IN A SERIES OF CLASSIFIED PAPERS CALLED NATIONAL SECURITY COUNCIL INTELLIGENCE DIRECTIVES. THE NSCIDs ESTABLISH THE FRAMEWORK WITHIN WHICH THE INTELLIGENCE COMMUNITY FUNCTIONS, AND THEY DISTRIBUTE CERTAIN ASSIGNMENTS OF RESPONSIBILITY AMONG THE U.S. INTELLIGENCE AGENCIES.

THE NSCIDs ARE SUPPLEMENTED BY THE DIRECTOR OF CENTRAL INTELLIGENCE DIRECTIVES, WHICH PROVIDE FOR STILL MORE PRECISE ALLOCATION OF RESPONSIBILITIES.

THESE NOW TOTAL MORE THAN 30 AND ARE REPLACED OR REVISED AS CIRCUMSTANCES REQUIRE. TAKEN TOGETHER, THE NSCIDS AND DCIDS REPRESENT A MEANS FOR U.S. INTELLIGENCE TO UPDATE AND ADJUST TO CHANGING NEEDS AND CHALLENGES.

AS I AM SURE EACH OF YOU KNOWS, OUR EXPERIENCE AT PEARL HARBOR RESULTED IN THE DETERMINATION, FOLLOWING WORLD WAR II, TO ACHIEVE A COORDINATED NATIONAL INTELLIGENCE EFFORT.

TO ENSURE ENOUGH COORDINATION SO THAT THERE WOULD BE NO IMPORTANT GAPS AND NO UNDESIRABLE DUPLICATION, THE NATIONAL SECURITY ACT OF 1947 AND SUBSEQUENT PRESIDENTIAL INSTRUCTIONS GAVE THE DIRECTOR OF CENTRAL INTELLIGENCE TWO RESPONSIBILITIES. HE IS BY LAW THE HEAD OF THE CENTRAL INTELLIGENCE AGENCY, AND, BY PRESIDENTIAL ORDER, THE CHIEF INTELLIGENCE OFFICER OF THE GOVERNMENT. IN THESE CAPACITIES, HE NOW ACTS AS PRINCIPAL INTELLIGENCE ADVISOR TO THE PRESIDENT, AND AS COORDINATOR OF ALL FOREIGN INTELLIGENCE ACTIVITIES RELATING TO THE NATIONAL SECURITY INTERESTS OF THE UNITED STATES. IN SHORT, THE DIRECTOR OF CENTRAL INTELLIGENCE IS THE HEAD OF THE U.S. INTELLIGENCE COMMUNITY.

LET'S TAKE A LOOK AT THE COMPOSITION OF THE

INTELLIGENCE COMMUNITY.

THE FIRST ELEMENT MOST PEOPLE THINK OF IN THIS CONTEXT IS THE CENTRAL INTELLIGENCE AGENCY.

SECOND, THERE IS THE DEFENSE INTELLIGENCE AGENCY, WHICH REPORTS TO THE JOINT CHIEFS OF STAFF, AND THROUGH THE JOINT CHIEFS, TO THE SECRETARY OF DEFENSE. THE DIA IS RESPONSIBLE FOR INTELLIGENCE ESSENTIAL TO THE DISCHARGE OF THE RESPONSIBILITIES OF THE SECRETARY OF DEFENSE, THE JOINT CHIEFS, THE UNIFIED AND SPECIFIED COMMANDS, AND THE MILITARY DEPARTMENTS.

THE INTELLIGENCE UNITS OF THE ARMY, NAVY AND AIR FORCE CONTINUE TO SUPPORT THE PARTICULAR MISSIONS OF THE MILITARY SERVICES AS WELL AS THE DIA.

IN THE STATE DEPARTMENT, THERE IS AN INTELLIGENCE UNIT WHICH SERVES THE SECRETARY OF STATE AND THE POLICY PLANNERS, LARGELY IN THE APPLICATION OF INTELLIGENCE.

THE INTELLIGENCE COMPONENT IN THE ATOMIC ENERGY COMMISSION HAS A SPECIALIZED CHARTER DEVOTED TO THE VITAL FIELD OF INTELLIGENCE ON NUCLEAR ENERGY DEVELOPMENTS.

A PRIMARY RESPONSIBILITY OF THE FEDERAL BUREAU OF INVESTIGATION IS THE MAINTENANCE OF THE INTERNAL

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SECURITY OF THE UNITED STATES, BUT YOU CAN EASILY IMAGINE THE VITAL CONNECTION BETWEEN FOREIGN INTELLIGENCE AND INTERNAL SECURITY. SO THE FBI, TOO, IS A MEMBER OF THE INTELLIGENCE COMMUNITY. THE FBI AND THE CIA WORK CLOSELY TOGETHER, BECAUSE THEY ARE BOTH COMBATING AN INTERNATIONAL CONSPIRACY, WHOSE OPERATIONS AND AGENTS MOVE BACK AND FORTH BETWEEN THE U.S. AND FOREIGN COUNTRIES WITHOUT REGARD TO BOUNDARIES.

THESE THEN, EXCEPT FOR THE NATIONAL SECURITY AGENCY WHICH IS IN A UNIQUE CATEGORY, ARE THE INDIVIDUAL MEMBERS OF THE INTELLIGENCE COMMUNITY-- CIA, STATE, DIA, THE SERVICE INTELLIGENCE COMPONENTS, AEC, AND FBI.

IN ORDER TO ROUND OUT THE PICTURE OF THE COMMUNITY, I MUST ADD A NUMBER OF WHAT WE CALL "SERVICES OF COMMON CONCERN." IT MIGHT BE MORE ENLIGHTENING TO CALL THEM NATIONAL INTELLIGENCE ASSETS. THESE ARE ACTIVITIES WHICH MAY BE MANAGED BY ONE DEPARTMENT OR AGENCY, BUT ACTUALLY SERVE AND OPERATE FOR THE BENEFIT OF THE ENTIRE INTELLIGENCE COMMUNITY.

THE OLDEST AND LARGEST OF THESE IS THE NATIONAL SECURITY AGENCY, WHICH HAS THE DUAL MISSION OF: ONE, DEVISING AND PROVIDING SYSTEMS AND TECHNIQUES TO ENHANCE U.S. COMMUNICATIONS SECURITY; [REDACTED]

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THIRD, IS THE NATIONAL RECONNAISSANCE OFFICE WHICH IS ATTACHED TO THE AIR FORCE FOR RATIONS AND QUARTERS BUT ACTUALLY FUNCTIONS AS AN INSTRUMENTALITY OF THE INTELLIGENCE COMMUNITY UNDER THE CONTROL OF AN INTERAGENCY EXECUTIVE COMMITTEE. THE NRO IS THE INTELLIGENCE COMMUNITY'S HEADQUARTERS FOR DIRECTING R&D ON SOPHISTICATED AND EXOTIC RECONNAISSANCE VEHICLES AND FOR COORDINATING THE OPERATIONAL PATTERNS AND PROCEDURES FOR THEIR UTILIZATION.

OTHER IMPORTANT NATIONAL INTELLIGENCE ASSETS ARE THE NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER, THE FOREIGN BROADCAST INFORMATION SERVICE AND THE BOARD OF NATIONAL ESTIMATES. AS THE CHART SHOWS, THESE ARE PART OF CIA AND I WILL DISCUSS THEM WHEN

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I GET TO THE INTERNAL WORKINGS OF THE AGENCY.

NOW, ALL THE AGENCIES AND ORGANIZATIONS WHICH MAKE UP THE INTELLIGENCE COMMUNITY ARE TIED TOGETHER, FOR GUIDANCE PURPOSES, BY THE UNITED STATES INTELLIGENCE BOARD, WHICH WE OFTEN REFER TO AS USIB.

THE DIRECTOR OF CENTRAL INTELLIGENCE IS THE CHAIRMAN OF USIB. THIS IS ONE PLACE WHERE THE DIRECTOR'S TWO JOBS--HIS "TWO HATS"--ARE VERY CAREFULLY DIFFERENTIATED. WHEN HE CHAIRS THE U.S. INTELLIGENCE BOARD, HE IS THERE AS THE PRESIDENT'S PRINCIPAL INTELLIGENCE OFFICER, NOT AS THE HEAD OF CIA. USIB PASSES ON THE AGREED, COORDINATED JUDGMENTS OF THE ENTIRE INTELLIGENCE COMMUNITY--WHAT WE CALL "NATIONAL INTELLIGENCE"--AND IT MIGHT HAMPER THIS FUNCTION IF THE DIRECTOR WERE SIMULTANEOUSLY TO ACT AS CHAIRMAN AND TO ADVANCE THE VIEWS OF THE CENTRAL INTELLIGENCE AGENCY. FOR THIS REASON, CIA HAS SEPARATE REPRESENTATION ON THE BOARD IN THE PERSON OF THE DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE.

THE OTHER PRINCIPALS ARE:

THE STATE DEPARTMENT'S DIRECTOR OF
INTELLIGENCE AND RESEARCH;

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THE DIRECTOR OF THE DEFENSE INTELLIGENCE
AGENCY;

THE DIRECTOR OF THE NATIONAL SECURITY AGENCY;

THE ASSISTANT GENERAL MANAGER OF THE AEC; AND

THE ASSISTANT TO THE DIRECTOR OF THE FBI.

SINCE THE ESTABLISHMENT OF DIA, THE INTELLIGENCE CHIEFS OF THE ARMY, NAVY AND AIR FORCE ALSO ATTEND AND PARTICIPATE IN USIB, BUT AS OBSERVERS RATHER THAN AS OFFICIAL MEMBERS. THEY ARE ACCORDED THE RIGHT TO EXPRESS ANY DISSENT THEY MAY HAVE ON MATTERS UNDER DISCUSSION AND, WHERE NATIONAL ESTIMATES ARE CONCERNED, THEY ARE REQUIRED TO APPEND SUCH DISSENTS IN WRITING. THIS IS A FUNCTION THEY DO NOT HESITATE TO PERFORM.

USIB MEETS REGULARLY ONCE A WEEK--SOMETIMES MORE OFTEN. IT IS CONCERNED WITH A WIDE VARIETY OF MATTERS, BUT I THINK IT IS IMPORTANT TO EMPHASIZE THAT, IN ACCORDANCE WITH THE NSCID WHICH ESTABLISHED IT, USIB OPERATES AS AN ADVISORY BODY TO THE DIRECTOR OF CENTRAL INTELLIGENCE.

THE USIB HAS THREE PRINCIPAL FUNCTIONS.

FIRST OF ALL, IT SETS FORTH THE NATIONAL OBJECTIVES AND PRIORITIES FOR THE GUIDANCE OF THE INTELLIGENCE COMMUNITY IN CHOOSING INTELLIGENCE TARGETS AND IN ESTABLISHING DETAILED REQUIREMENTS FOR COVERAGE OF THESE TARGETS.

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SECONDLY, THE USIB REVIEWS OUR FOREIGN INTELLIGENCE EFFORT AS A WHOLE TO DETERMINE WHETHER IT IS IN ACCORD WITH THESE OBJECTIVES AND TO PROVIDE FOR EFFECTIVE INTEGRATION OF THE NATIONAL INTELLIGENCE EFFORT SO AS TO CLOSE IMPORTANT GAPS, AND TO AVOID UNNECESSARY DUPLICATION. PLEASE NOTE THAT I HAVE MODIFIED THE WORD "DUPLICATION" EACH TIME I HAVE USED IT. WHEN WE ARE TRYING TO GET HOLD OF THE OTHER FELLOW'S SECRETS IN THE INTEREST OF OUR NATIONAL SECURITY, A CERTAIN AMOUNT OF DUPLICATION IS NOT ONLY DESIRABLE BUT EVEN MANDATORY FOR THE SAKE OF VERIFICATION.

THIRD, THE USIB REVIEWS IN DRAFT FORM AND IN GREAT DETAIL THE NATIONAL INTELLIGENCE ESTIMATES AND CERTAIN OTHER REPORTS WHICH THE DIRECTOR OF CENTRAL INTELLIGENCE SUBMITS TO THE PRESIDENT AND THE NATIONAL SECURITY COUNCIL.

AS YOU SEE FROM THE CHART, USIB IS SUPPORTED BY A NUMBER OF SPECIALIZED COMMITTEES WHICH FUNCTION IN SUBSTANTIVE FIELDS, FOR EXAMPLE, NUCLEAR ENERGY, MISSILE INTELLIGENCE AND ECONOMIC INTELLIGENCE. OTHER USIB COMMITTEES PROVIDE A MEANS OF REGULAR CONTACT AND A CHANNEL FOR GUIDANCE TO CERTAIN INTERAGENCY PROGRAMS, SUCH AS SECURITY.

THE WATCH COMMITTEE IS OF PARTICULAR SIGNIFICANCE.

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IT CONCENTRATES ON THE HIGHLY SPECIALIZED ART THAT WE CALL INDICATIONS INTELLIGENCE--IN OTHER WORDS, STRATEGIC WARNING. THE NATIONAL INDICATIONS CENTER, LOCATED IN THE PENTAGON, IS STAFFED JOINTLY BY THE INTELLIGENCE COMMUNITY. IT KEEPS TRACK OF INDICATORS WHICH MIGHT GIVE US EARLY WARNING OF HOSTILE INTENTIONS AGAINST THE UNITED STATES OR ITS ALLIES. THIS CENTER AND THE INTELLIGENCE AGENCIES REPORT TO THE WATCH COMMITTEE ON INDICATIONS WHICH MAY BE SIGNIFICANT--OR ON THE ABSENCE OF ANY SIGNIFICANT INDICATORS. THE WATCH COMMITTEE HAS A REGULAR WEEKLY MEETING, TIMED SO THAT THE CONCLUSIONS WILL BE READY FOR THE WEEKLY USIB MEETING, BUT IN TIMES OF CRISIS THE WATCH COMMITTEE MAY MEET ONE OR MORE TIMES A DAY.

CLOSELY RELATED TO THE USIB AND ITS WORKINGS IS A NEW INTERAGENCY BOARD WHICH WAS CREATED JUST LAST SPRING--THE NIRB, NATIONAL INTELLIGENCE RESOURCES BOARD. THE NIRB WAS ESTABLISHED BY THE DCI IN HIS ROLE AS THE HEAD OF THE INTELLIGENCE COMMUNITY IN AGREEMENT WITH THE SECRETARIES OF DEFENSE AND STATE. THE STATUTORY DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE SERVES AS THE CHAIRMAN OF THE BOARD. THE OTHER MEMBERS ARE THE DIRECTOR OF THE DEFENSE INTELLIGENCE AGENCY AND THE DIRECTOR OF INTELLIGENCE AND RESEARCH OF THE

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DEPARTMENT OF STATE.

THE PURPOSE OF THE NIRB IS TO REVIEW, ON A SELECTIVE BASIS, INTELLIGENCE PROGRAMS AND PROJECTS OF ALL AGENCIES OF THE COMMUNITY AND TO PROVIDE THE DCI WITH RECOMMENDATIONS AS TO THEIR RELATIVE VALUE WITH REGARD TO THE GOALS AND OBJECTIVES OF THE INTELLIGENCE COMMUNITY IN TERMS OF COST EFFECTIVENESS. BASED ON OUR RECOMMENDATIONS, THE DCI THEN ADVISES THE SECRETARIES OF DEFENSE AND STATE AND THE PRESIDENT ON THE CANCELTION, CONTINUATION OR INITIATION OF MAJOR INTELLIGENCE PROJECTS AND PROGRAMS.

I MIGHT SAY THAT ALTHOUGH THIS IS A VERY IMPORTANT FUNCTION WE PERFORM, IT ALSO IS A PRETTY TRICKY BUSINESS. I AM CERTAIN THAT WHEN THE NIRB WAS ABORNING SOME PEOPLE HOPED IT WOULD BE A STILLBIRTH, WHILE A FEW OTHERS THOUGHT THE OPPOSITE. I, FOR ONE, HOPE THAT SOME DAY THIS INFANT ALSO GROWS TO FULL MANHOOD. FORTUNATELY, NO ONE HAS AS YET TRIED TO STRANGLE IT IN ITS PERAMBULATOR AND IT SEEMS TO BE PERFORMING A NEEDED SERVICE NOT OTHERWISE PROVIDED FOR.

FROM THIS BRIEF SKETCH, I HOPE YOU CAN PERCEIVE THE CLOSE WORKING RELATIONSHIPS AMONG THE COMPONENTS OF THE INTELLIGENCE COMMUNITY.

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LET US NOW LOOK INWARDLY AT CIA.

THE PRIMARY FUNCTIONS PERFORMED BY CIA FALL
INTO THREE BROAD CATEGORIES:

COLLECTION OF INTELLIGENCE;

COVERT ACTION OPERATIONS; AND

PRODUCTION OF INTELLIGENCE.

WE FIND IT CONVENIENT TO DIVIDE CIA'S INTELLI-
GENCE COLLECTION ACTIVITIES INTO THREE MAIN GROUPINGS
THAT REFLECT DIFFERENT MEANS OF ACQUISITION. THE
FIRST IS OVERT COLLECTION WHICH, AS THE NAME SUGGESTS,
COVERS INFORMATION SECURED BY OPEN OR NONCLANDESTINE
MEANS. OVERT COLLECTION INCLUDES THE MONITORING
OF FOREIGN OPEN BROADCAST RADIOS, SUCH AS RADIO
MOSCOW, RADIO PEKING, AND THE VOICE OF THE ARABS
IN CAIRO. THIS IS DONE BY THE FOREIGN BROADCAST
INFORMATION SERVICE, [REDACTED]

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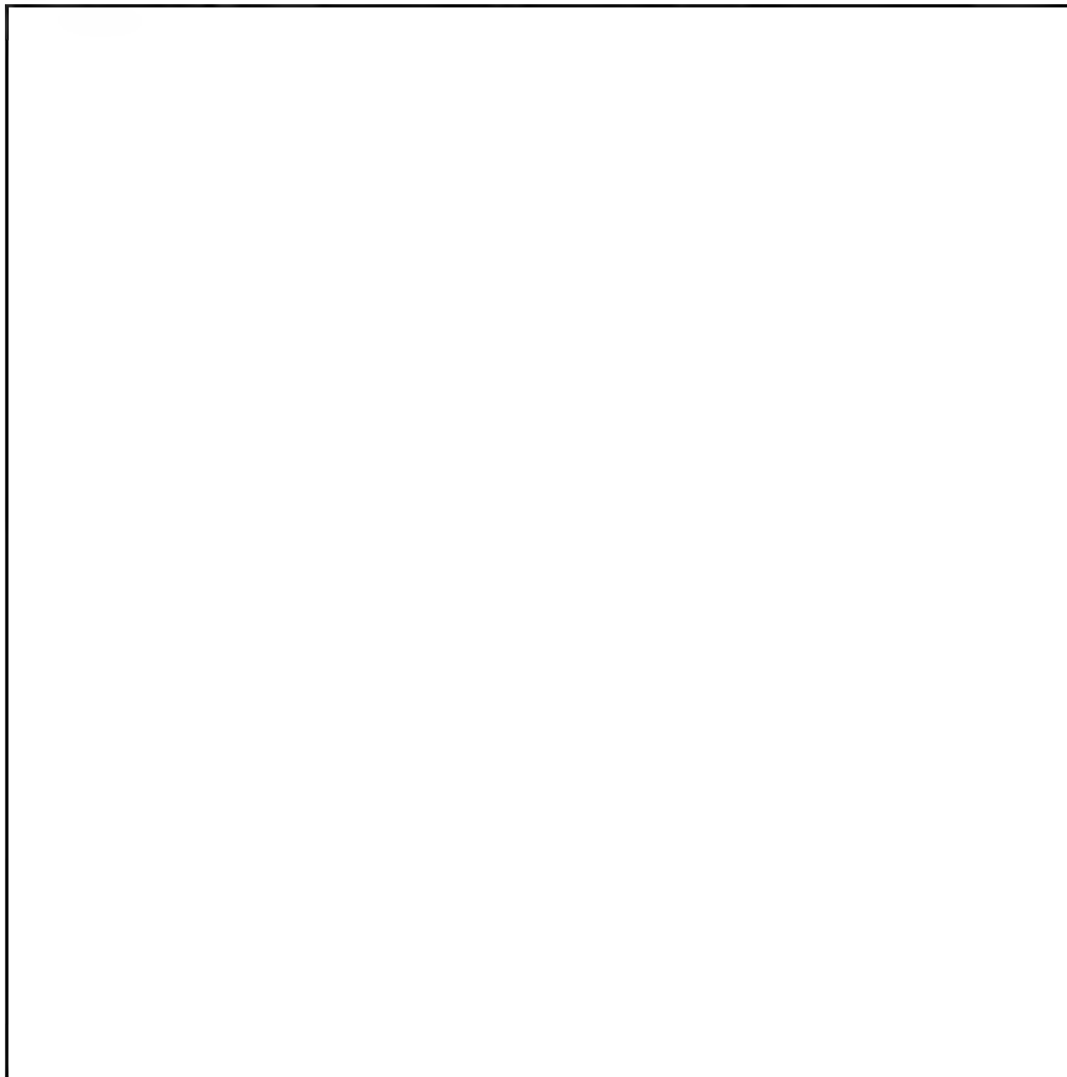
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STILL ANOTHER TYPE OF OVERT COLLECTION CONSISTS OF THE PROCUREMENT, THROUGH OPEN CHANNELS, OF FOREIGN PUBLICATIONS, INCLUDING NEWSPAPERS, BOOKS, SCHOLARLY JOURNALS, MAPS AND UNCLASSIFIED DOCUMENTS.

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A THIRD TYPE OF INTELLIGENCE GATHERING IS

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[REDACTED]
[REDACTED] OUR CRITICS WOULD HAVE YOU BELIEVE

THAT EVER SINCE CONGRESS GAVE THIS AUTHORITY IN 1947, CIA HAS DONE AS IT PLEASED, WITHOUT REGARD TO OFFICIAL POLICIES OR OBJECTIVES OF THE UNITED STATES GOVERNMENT, AND SOMETIMES IN DIAMETRIC OPPOSITION TO THOSE POLICIES. THE FACT IS THAT WHENEVER THE CIA CARRIES OUT A COVERT ACTION OPERATION OVERSEAS, IT IS WITH THE PRIOR APPROVAL OF A SPECIAL COMMITTEE OF THE NATIONAL SECURITY COUNCIL. THIS COMMITTEE IS CHAIRED BY THE PRESIDENT'S SPECIAL ASSISTANT FOR NATIONAL SECURITY AFFAIRS, REPRESENTING THE PRESIDENT. HE MEETS ONCE A WEEK--OR MORE OFTEN IF NECESSARY--WITH THE DIRECTOR OF CENTRAL INTELLIGENCE AND REPRESENTATIVES OF THE SECRETARIES OF STATE AND DEFENSE--NORMALLY THE DEPUTY SECRETARY OF DEFENSE AND THE DEPUTY UNDER SECRETARY OF STATE FOR POLITICAL AFFAIRS.

EACH COVERT ACTION OPERATION EITHER WINS THE UNANIMOUS APPROVAL OF THIS COMMITTEE, OR IT DOES NOT TAKE PLACE. THUS IT IS OBVIOUS THAT THESE OPERATIONS ARE NOT GOING TO BE CONTRARY TO--OR OUTSIDE OF--THE POLICY GUIDELINES ESTABLISHED BY THE UNITED STATES GOVERNMENT. IF THERE IS ANY

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DIVISION OF OPINION AMONG THEM, THE PRESIDENT PERSONALLY DECIDES.

THE THIRD PRIMARY MISSION OF CIA IS TO PRODUCE NATIONAL INTELLIGENCE AND TO PROVIDE FOR ITS DISSEMINATION.

THIS SLIDE SHOWS SOME OF THE MORE IMPORTANT FINISHED INTELLIGENCE PRODUCTS ISSUED BY CIA. THESE INCLUDE BOTH INTELLIGENCE ANALYSES PREPARED SOLELY WITHIN CIA, AND OTHERS PRODUCED IN COLLABORATION WITH THE OTHER WASHINGTON INTELLIGENCE AGENCIES.

THE NATIONAL INTELLIGENCE ESTIMATES ARE OF THE LATTER TYPE. TO THOSE OF YOU WHO ARE NOT FAMILIAR WITH THE NIEs, THEY ARE THE BLUE-COVERED PAPERS WHERE, BY USING OUR PRESENT KNOWLEDGE OF A SITUATION AND EXISTING DATA AS A BASE LINE, WE TRY TO LOOK INTO THE FUTURE AND TO ESTIMATE WHAT IS GOING TO HAPPEN IN SOME PARTICULAR COUNTRY, OR ON SOME PARTICULAR TOPIC.

MANY NIEs COVER FAIRLY STANDARD TOPICS SUCH AS, "THE OUTLOOK IN COUNTRY A OR AREA B." HERE WE LOOK AHEAD TWO OR THREE YEARS AND DEAL WITH BROAD TRENDS AND EXPECTED LINES OF POLICY IN THE COUNTRY OR AREA IN QUESTION.

ANOTHER GROUP OF NIEs ARE MORE SPECIALIZED

PAPERS ON THE SOVIET MILITARY ESTABLISHMENT. THESE ESTIMATES ARE BUILT ON A SOLID BASE OF EVIDENCE; THEY GO INTO GREATER DETAIL AND LOOK FURTHER AHEAD--USUALLY FIVE YEARS. THE PRINCIPAL ONES FOCUS ON THE USSR'S STRATEGIC ATTACK FORCES, AIR AND MISSILE DEFENSE CAPABILITIES, AND GENERAL PURPOSE FORCES. THE PRODUCTION OF ANNUAL PAPERS ON EACH OF THESE TOPICS IS TIMED TO ASSIST IN THE PLANNING OF DEFENSE FORCE LEVELS AND BUDGETS.

A THIRD TYPE IS THE SPECIAL NATIONAL INTELLIGENCE ESTIMATE, OR SNIE, WHICH IS PREPARED ON IMPORTANT QUESTIONS OF THE MOMENT, SUCH AS THE EXPECTED REACTION TO SOME PROPOSED--BUT AS YET UNAPPROVED--COURSE OF ACTION BY THE U.S. AS A PURELY HYPOTHETICAL EXAMPLE, A SNIE MIGHT ASSESS THE REACTION IF THE U.S. WERE TO LAND MARINES IN SOME CARIBBEAN COUNTRY. THE SNIE'S ARE USUALLY REQUESTED BY SOME POLICY-MAKER. AS YOU CAN SEE, THE SNIE'S GET INTO SOME PRETTY SENSITIVE MATTERS.

ALL OF THE NATIONAL ESTIMATES ARE DRAFTED BY THE OFFICE OF NATIONAL ESTIMATES WHICH IS PART OF CIA, BUT THEY ARE TRULY NATIONAL INTELLIGENCE ESTIMATES. THEY MUST THEREFORE, REFLECT THE CONSIDERED JUDGMENT OF THE ENTIRE INTELLIGENCE COMMUNITY.

THIS IS ENSURED THROUGH THE PARTICIPATION OF ALL APPROPRIATE ELEMENTS OF THE COMMUNITY AT THE DRAFTING STAGE, THROUGH CONTRIBUTION OF FACTS AND JUDGMENTS, IN THE REVISING OF THE PAPERS, AND REVIEW BY THE U.S. INTELLIGENCE BOARD OF THE FINAL PRODUCT. THE OBJECTIVE OF EACH ESTIMATE IS A CAREFUL AND THOUGHTFUL SET OF JUDGMENTS WHICH WILL BE OF THE GREATEST POSSIBLE ASSISTANCE TO THE POLICYMAKER AND PLANNER.

THERE IS A RELATED SERIES OF PAPERS, CALLED NATIONAL INTELLIGENCE PLANNING PROJECTIONS, WHICH ARE NOT VERY WELL KNOWN. THESE PROJECTIONS ARE WRITTEN BY CIA TOGETHER WITH DIA FOR THE USE OF THE LONG-RANGE PLANNERS IN THE DEPARTMENT OF DEFENSE. IN THESE PROJECTIONS, THE ESTIMATORS ARE CALLED UPON TO COME UP WITH HARD FIGURES ON JUST HOW MANY NUCLEAR SUBMARINES OR MEDIUM-RANGE BOMBERS, OR INTERCONTINENTAL BALLISTIC MISSILES, THE SOVIET UNION IS EXPECTED TO HAVE IN, SAY 1976 OR 1978, IF THEY WERE TO CHOOSE ONE OF SEVERAL POSTULATED OPTIONS. PROJECTIONS THIS FAR INTO THE FUTURE LEAVE THE CURRENT BASE OF EVIDENCE FAR BEHIND AND ARE, IN EFFECT, OUTLINES OF DETAILED PLANS FOR THE SOVIET DEFENSE ESTABLISHMENT SEVERAL YEARS

BEFORE THE ACTUAL DECISIONS HAVE BEEN MADE BY THE RUSSIANS. I MIGHT ADD THAT THESE PROJECTIONS HAVE BEEN WELL RECEIVED.

THE NEXT CATEGORY OF FINISHED INTELLIGENCE IS CURRENT INTELLIGENCE. MOST OF YOU ARE PROBABLY FAMILIAR WITH CURRENT INTELLIGENCE. IT IS DESIGNED NOT ONLY TO ALERT THE DECISION-MAKER TO AN INCIPIENT CRISIS, BUT ALSO TO FILL IN ANY GAPS WHICH MAY HAVE DEVELOPED IN HIS BASIC AND ESTIMATIVE INTELLIGENCE SINCE THE LATEST DOCUMENTS WERE COMMITTED TO PRINT. CIA'S CURRENT INTELLIGENCE IS DISSEMINATED IN DAILY AND WEEKLY PUBLICATIONS, SPECIAL MEMORANDA, AND SITUATION REPORTS ON CRISIS TOPICS.

CURRENT INTELLIGENCE HAS OFTEN BEEN COMPARED TO A NEWSPAPER. I BELIEVE THERE IS ONE SIGNIFICANT DIFFERENCE. CIA'S CURRENT INTELLIGENCE IS PRODUCED BY ANALYSTS WHO ARE GENERALLY EXPERT IN A PARTICULAR COUNTRY OR AREA AND WHO HAVE ALL SOURCES OF INFORMATION OPEN TO THEM. THESE ANALYSTS ARE BACKED UP BY EXPERTS IN SPECIALIZED DISCIPLINES, SUCH AS ECONOMICS, FOREIGN TRADE, AND WEAPONS DEVELOPMENT.

ANOTHER TYPE OF INTELLIGENCE PRODUCTION COMPRISES THE RESEARCH STUDY. THESE STUDIES COVER A WIDE VARIETY OF TOPICS--AN ANALYSIS OF COMMUNIST CHINA'S

25X1 AGRICULTURAL PRODUCTION, OR THE POLITICAL SITUATION IN PAKISTAN, OR THE SOVIET MILITARY DEBATE ON FORCE LEVELS, [REDACTED] OR GEOGRAPHIC FACTORS AFFECTING GUYANA'S DEVELOPMENT. THE STUDIES ARE OFTEN PRODUCED IN RESPONSE TO SPECIFIC REQUESTS FROM THE WHITE HOUSE, THE SECRETARIES OF STATE AND DEFENSE, OR THEIR SENIOR OFFICERS.

FINALLY, OUR PRODUCTION INCLUDES WHAT WE CALL BASIC INTELLIGENCE. THIS IS A DURABLE TYPE OF BREAD-AND-BUTTER FACT YOU FIND IN THE NATIONAL INTELLIGENCE SURVEY--THE RAILROAD SYSTEM, THE NUMBER OF PORTS, THE POLICE MACHINERY, THE MILITARY FORCES OF A PARTICULAR COUNTRY. AS THE NAME IMPLIES, THE NIS IS THE RESULT OF A WIDE COLLABORATION OF DIFFERENT PARTS OF THE INTELLIGENCE COMMUNITY.

THESE ACTIVITIES--INTELLIGENCE COLLECTION, COVERT ACTION, AND INTELLIGENCE PRODUCTION--ARE CIA'S BASIC MISSIONS. WE ALSO PERFORM A NUMBER OF RELATED ACTIVITIES IMPORTANT TO OTHER AGENCIES, AS WELL AS TO THE CIA, BUT THESE ACTIVITIES ARE SUPPORTS TO OUR BASIC MISSIONS. THEIR RELATIONSHIP WILL BECOME CLEAR AS WE LOOK AT THE ORGANIZATION OF CIA.

CIA IS DIVIDED INTO FOUR PRINCIPAL GROUPINGS--

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REFERRED TO AS DIRECTORATES--AND SEVERAL STAFF OR SPECIAL FUNCTIONS, THE HEADS OF WHICH REPORT DIRECTLY TO THE DIRECTOR. EXAMPLES OF THE LATTER ARE THE INSPECTOR GENERAL, THE GENERAL COUNSEL, THE LEGISLATIVE COUNSEL AND THE OFFICE OF NATIONAL ESTIMATES WHICH I REFERRED TO EARLIER. THE BOX ON THE UPPER RIGHT OF THIS CHART--NATIONAL INTELLIGENCE PROGRAM EVALUATION--REPRESENTS A SMALL STAFF WHICH ASSISTS THE DIRECTOR OF CENTRAL INTELLIGENCE IN HIS DUTIES AS COORDINATOR OF U.S. INTELLIGENCE PROGRAMS.

NOW FOR THE DIRECTORATES. THE DDI, OR INTELLIGENCE DIRECTORATE, IS THE PRINCIPAL PRODUCER OF SUBSTANTIVE INTELLIGENCE. THE DIRECTORATE OF INTELLIGENCE ALSO IS RESPONSIBLE FOR OVERT INTELLIGENCE COLLECTION.

THE NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER, WHICH I REFERRED TO EARLIER, IS ADMINISTERED BY THE INTELLIGENCE DIRECTORATE IN CLOSE COLLABORATION WITH THE DEFENSE INTELLIGENCE AGENCY AND IS JOINTLY STAFFED. AS THE NAME SUGGESTS, THE NPIC EXAMINES FILMS IN DETAIL AND INTERPRETS WHAT IS TO BE SEEN. WE USED TO CALL THIS WORK PHOTOGRAPHIC INTERPRETATION, BUT WE NOW USE THE MORE INCLUSIVE NAME, IMAGERY ANALYSIS, TO TAKE INTO ACCOUNT NEW FORMS OF

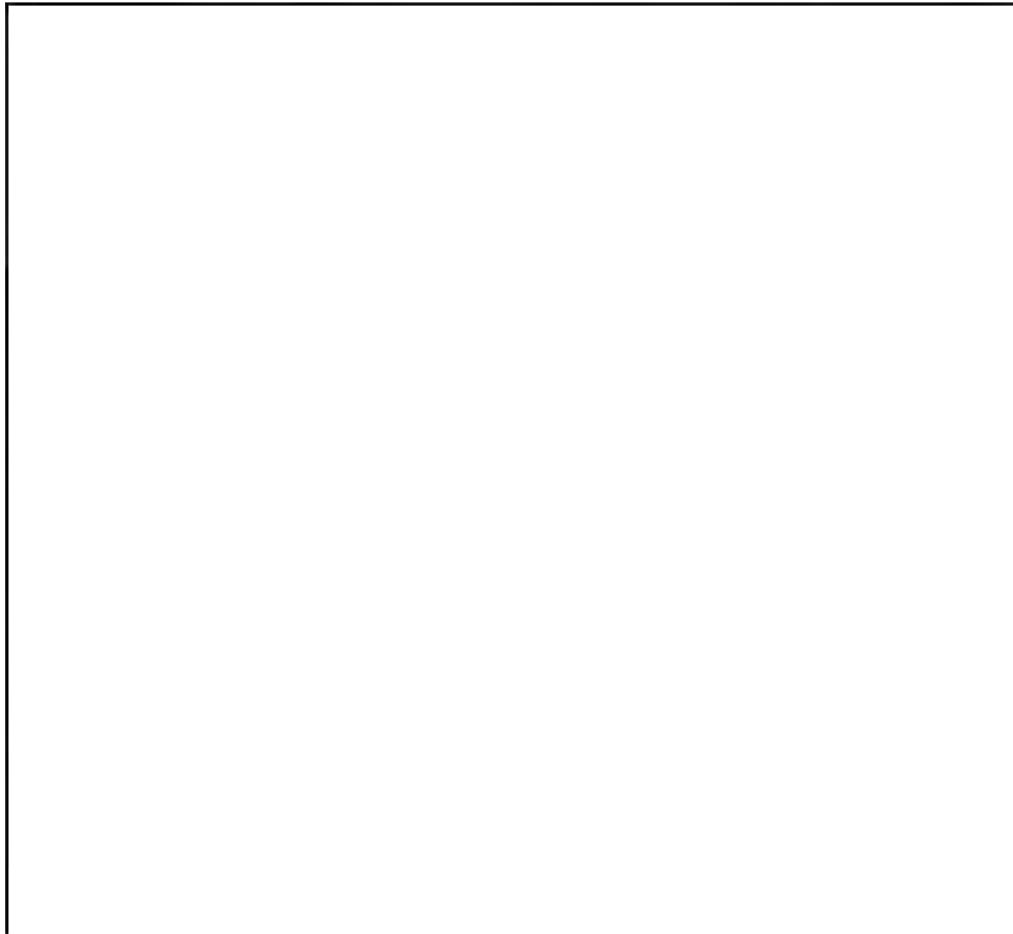
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THE NEXT DIRECTORATE IS THE DDP OR PLANS
DIRECTORATE WHICH IS ANOTHER WAY OF REFERRING TO
THE CIA'S CLANDESTINE SERVICES. THEY CONDUCT ES-
PIONAGE, COUNTERINTELLIGENCE AND COVERT ACTION
OPERATIONS. THE DDP IS ORGANIZED IN A SERIES OF
AREA DIVISIONS, SIMILAR TO THE STATE DEPARTMENT'S
REGIONAL BUREAUS. IT HAS STAFFS FOR SPECIALIZED
MATTERS SUCH AS FOREIGN INTELLIGENCE, COVERT AC-
TION AND COUNTERINTELLIGENCE. THE DIRECTORATE

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ALSO OPERATES OUR CLANDESTINE UNITS ABROAD, WHICH WE CALL "STATIONS." THE PLANS DIRECTORATE AND THE CHIEFS OF OUR OVERSEAS STATIONS SUPPORT THE DIRECTOR IN HIS RESPONSIBILITY FOR COORDINATING THE COVERT COLLECTION OPERATIONS WHICH ARE CONDUCTED BY OTHER U.S. INTELLIGENCE ORGANIZATIONS.

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THE DIRECTORATE OF SCIENCE AND TECHNOLOGY, AS THE NAME SUGGESTS, CONCENTRATES ON THE SCIENTIFIC AND TECHNICAL ASPECTS OF OUR INTELLIGENCE ACTIVITIES, INCLUDING R&D FOR TECHNICAL COLLECTION OPERATIONS AND THE PRODUCTION OF SUBSTANTIVE INTELLIGENCE ON THE S&T CAPABILITIES OF FOREIGN NATIONS. THIS DIRECTORATE ALSO HOUSES OUR CENTRAL ELECTRONIC COMPUTER CENTER.

THERE ARE A FEW TECHNICAL ACTIVITIES WHICH ARE LOCATED OUTSIDE THE DDS&T. FOR EXAMPLE, THE NPIC HANDLES ITS OWN RESEARCH AND DEVELOPMENT FOR PHOTO INTERPRETATION EQUIPMENT. HOWEVER, THE DDS&T CONSOLIDATES AND PASSES MUSTER ON ALL R&D PROGRAMS WITHIN THE AGENCY.

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THE FOURTH DIRECTORATE IS THE SUPPORT DIRECTOR-
ATE, WHICH EMBRACES THE SUPPORT SERVICES, SUCH AS
SECURITY, COMMUNICATIONS, TRAINING, PERSONNEL,
FINANCE, LOGISTICS, PRINTING AND THE HOUSEKEEPING
FUNCTIONS.

THIS DIRECTORATE IS ALSO RESPONSIBLE FOR OPERA-
TING OUR COMMUNICATIONS SERVICE WHICH DESERVES SPECIAL
MENTION HERE. IT IS A BIG AREA OF COOPERATION WITH
THE MILITARY.

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CIA REGULARLY SUPPORTS THE MILITARY SERVICES AND RECEIVES, IN TURN, ASSISTANCE IN A VARIETY OF FIELDS. AS YOU MIGHT EXPECT, THIS COOPERATION WOULD BE EXPANDED UNDER GENERAL WAR AND CONTINGENCY SITUATIONS.

THE RELATIONSHIP, UNDER HOT WAR CONDITIONS, IS DEFINED BY A DOD-CIA AGREEMENT OF AUGUST 1957 ENTITLED, "COMMAND RELATIONSHIPS BETWEEN THE CIA ORGANIZATION AND THE ARMED FORCES IN ACTIVE THEATERS OF WAR WHERE AMERICAN FORCES ARE ENGAGED." UNDER THE CONDITIONS DESCRIBED IN THE AGREEMENT'S TITLE

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THOSE OF YOU WHO HAVE RETURNED FROM SOUTHEAST ASIA MAY BE FAMILIAR WITH SOME OF OUR ACTIVITIES IN VIETNAM AND LAOS. CIA PROVIDES INTELLIGENCE REPORTS AND ASSESSMENTS TO AMBASSADOR BUNKER AND GENERAL ABRAMS, AND PARTICIPATES EXTENSIVELY IN THE PACIFICATION PROGRAM IN SOUTH VIETNAM--THE SO-CALLED "OTHER WAR." CIA ALSO SUPPORTS AN ELEMENT OF HACV WHICH CONDUCTS UNCONVENTIONAL WARFARE OPERATIONS AGAINST NORTH VIETNAM.

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